



AT&L Human Capital Strategic Plan Version 3.0



AT&L HCSP V3.0 Coordination



U.S. AIR FORCE

“Thanks for the opportunity to help shape the updated AT&L Human Capital Strategic Plan. We appreciate the collaborative spirit your team brought to this year's effort.” - Sue Payton



“We appreciate the collaborative approach that you've taken in developing the 2007 AT&L Human Capital Strategic Plan.” - John Thackrah



U.S.ARMY®

“I look forward to the release of the final version of this plan.” - L. General N. Ross Thompson III



“Thanks for the opportunity to review and comment.” - Angela Bailey



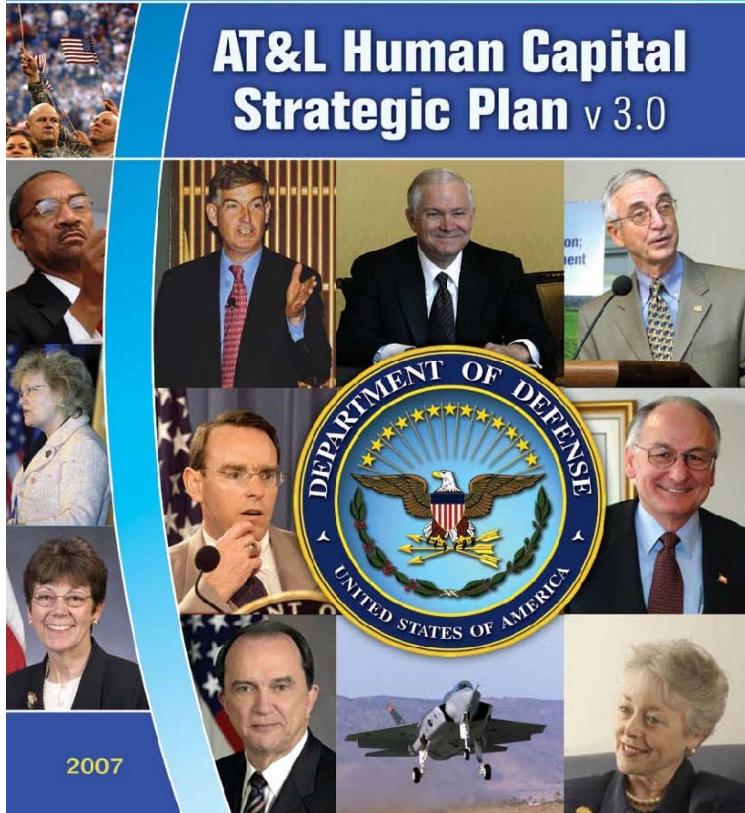
“Thank you and your team again for inviting our review and comment on the latest version of your AT&L workforce plan. You have made considerable progress - both with your plan as well as your accomplishments since the last iteration.... You are definitely headed in the right direction” - Tom Fox



AT&L HCSP V3.0

Department of Defense
Acquisition, Technology and Logistics

AT&L Human Capital Strategic Plan v 3.0



Published June 2007

Available on the following website:
<http://www.dau.mil/workforce/hcsp.pdf>

Goal 1 - Align and fully integrate with overarching DoD human capital initiatives

- Performance Management
- Competencies

Goal 2 - Maintain decentralized execution strategy that recognizes components' lead role and responsibility for force planning/workforce mgmt

- Position Category Description
- Workforce Count

Goal 3 - Establish a comprehensive, data-driven workforce analysis and decision-making capability

- "Data Green" Initiative

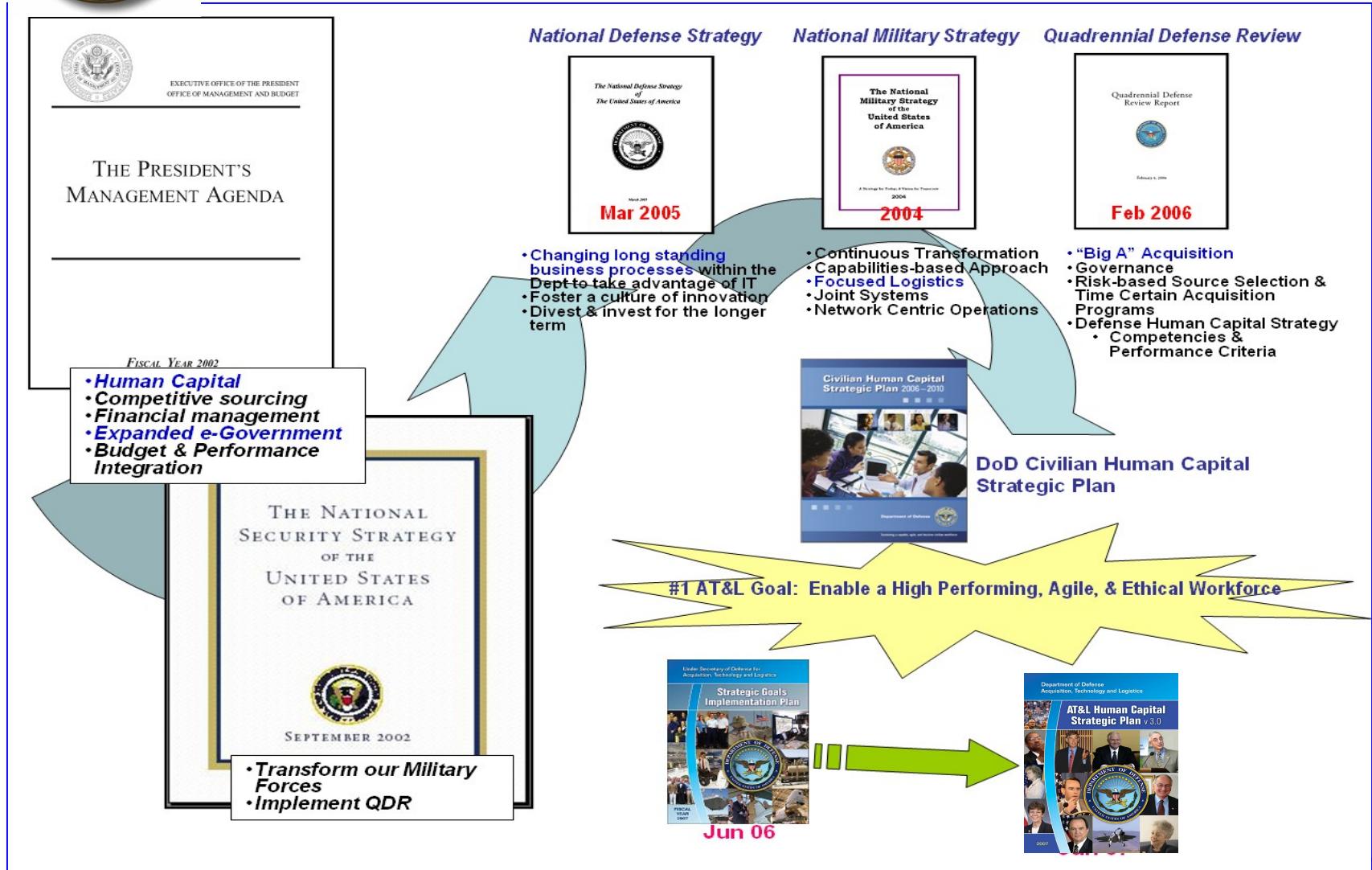
Goal 4 - Provide learning assets at point of need to support mission-responsive human capital development

- "Core Plus"
- Demand Management

Goal 5 - Execute DoD AT&L workforce communications plan that is owned by all AT&L senior leaders (One Team, One Vision, A Common Message, and Integrated

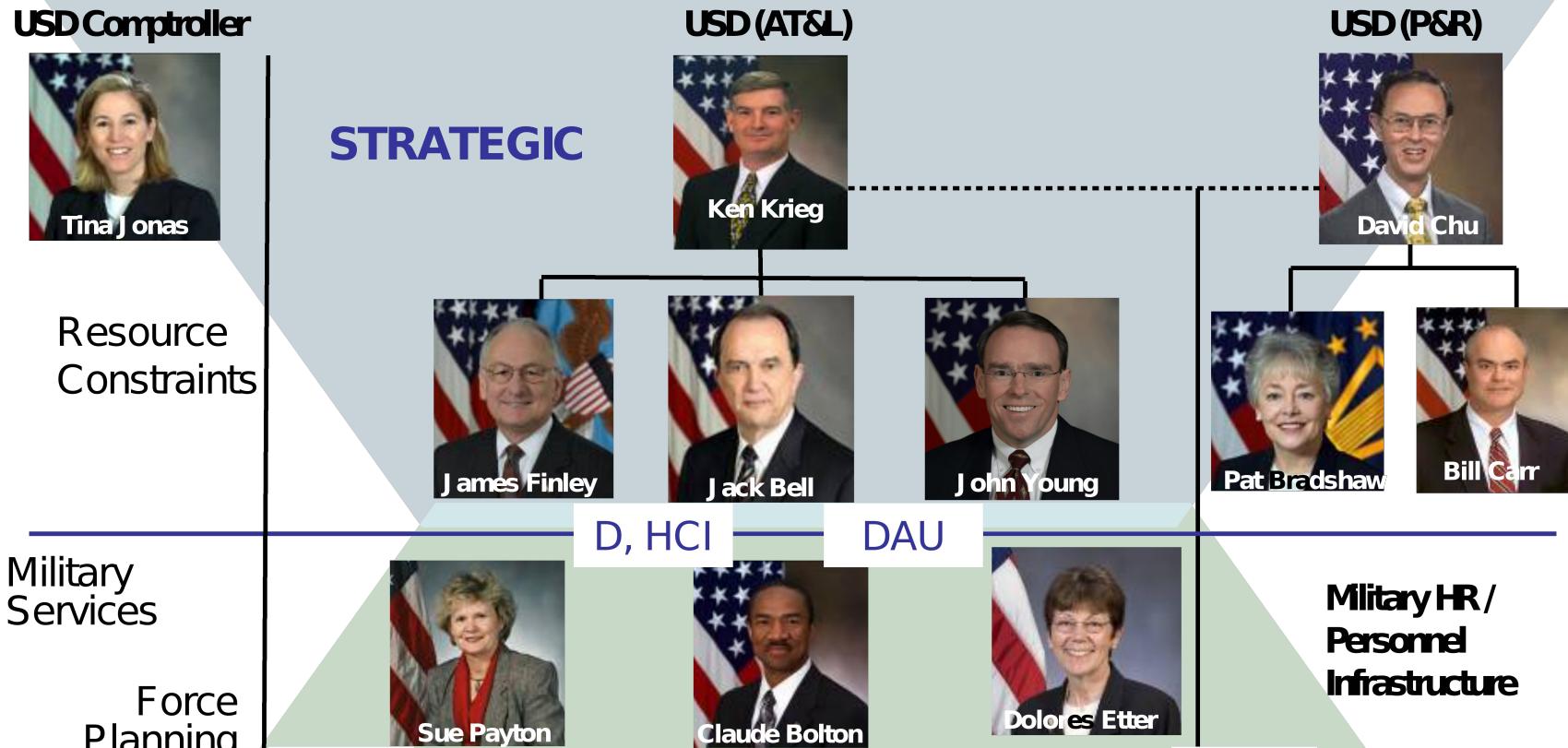


Strategic Guidance and Alignment





The Federated Human Capital Framework





Integrated AT&L Workforce Management Structure



**USD,
AT&L**

**Semi-Annually (or as
required)**

AT&L Workforce Senior Steering Board (SSB)
Chair - USD(AT&L)
Component Acquisition Executives and Functional
Advisors

President, DAU (Executive Secretary)

AT&L Workforce Management and Training

PoCs

**Bi-Monthly (or as
required)**

**AT&L Workforce Management Group
(WMG)**
President, DAU (Chair)

**AT&L Workforce Management and Training
PoCs**

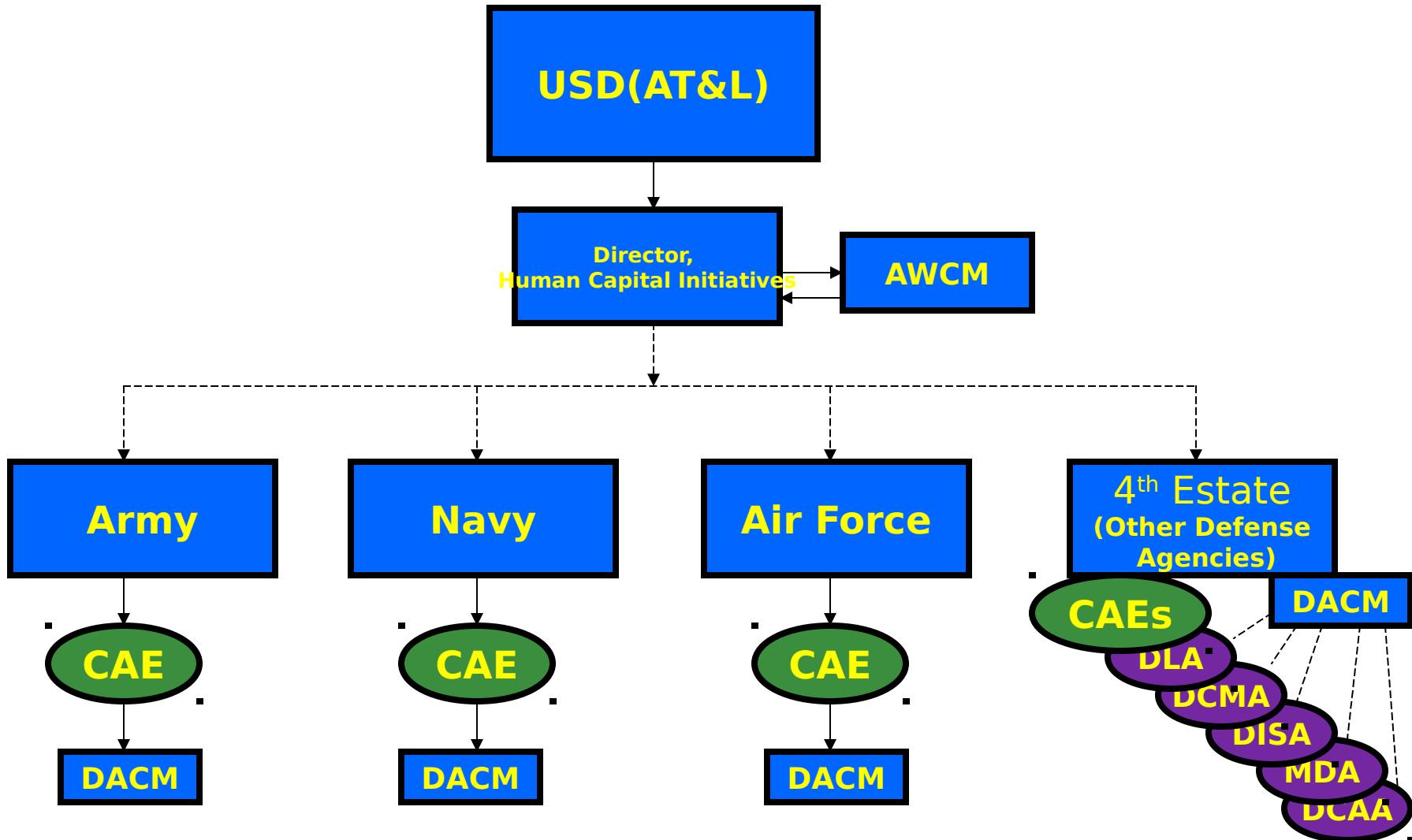
Oversight

Execution

**Centralized Policy, Guidance, & Metrics
Decentralized Execution**



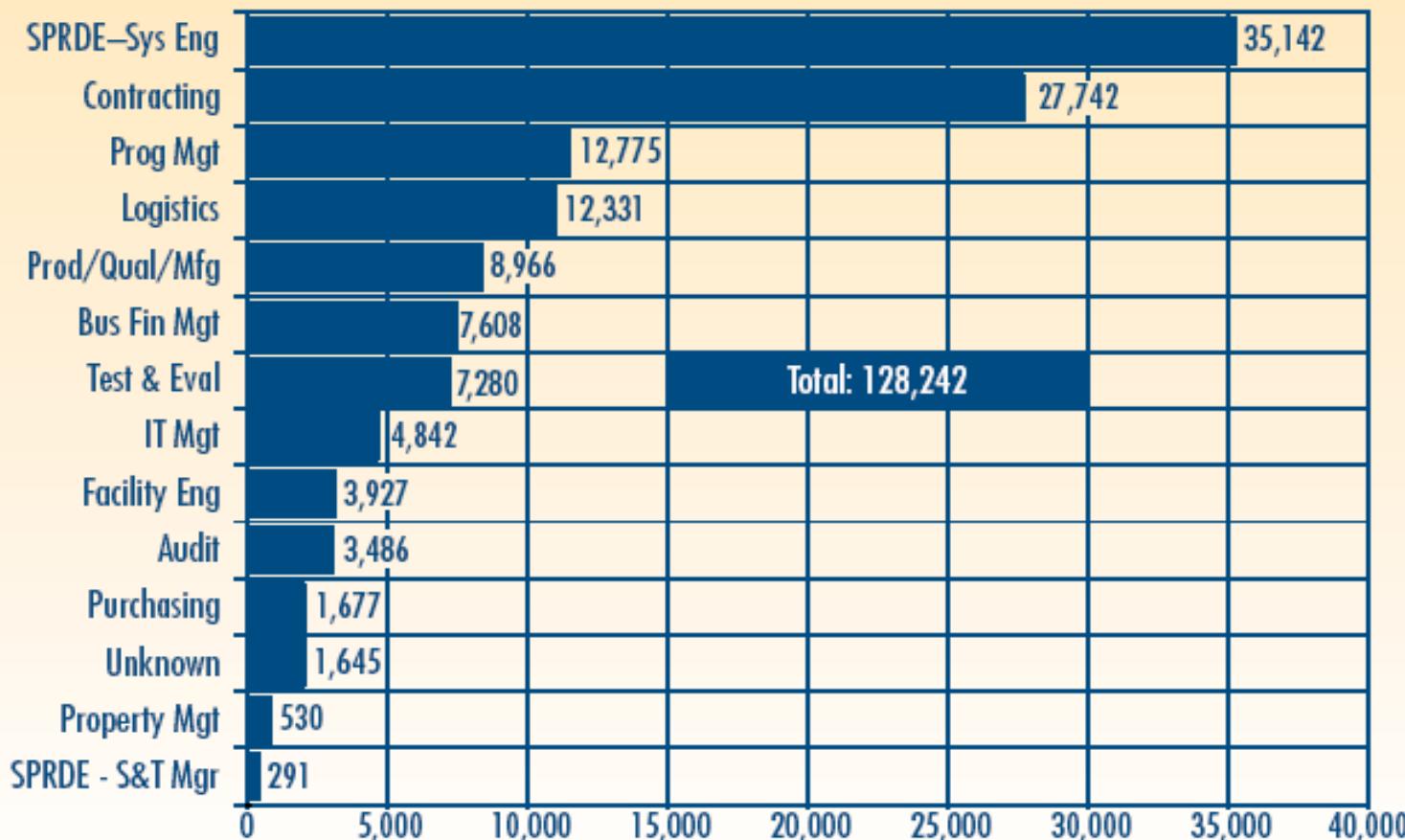
Roles & Responsibilities Decentralized Management





AT&L Workforce Count

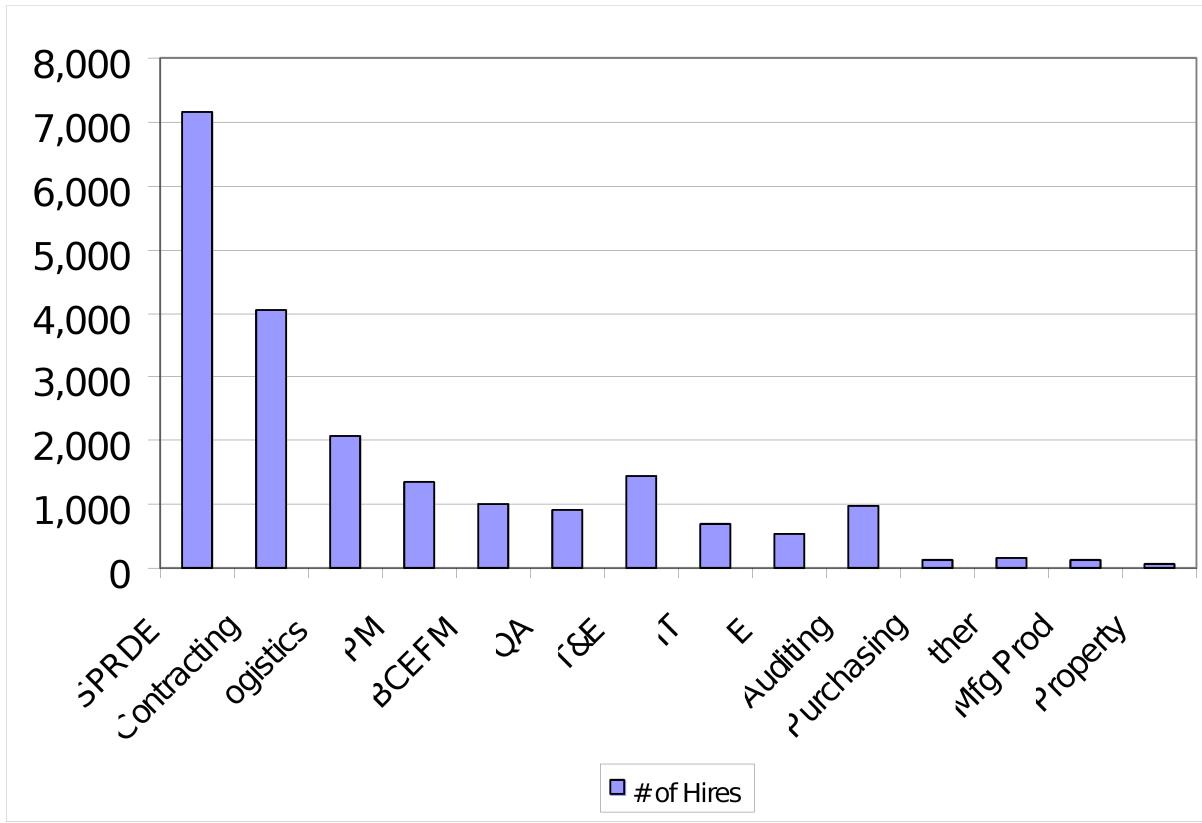
Figure 1. AT&L Workforce Count by Career Field
(as of September 2006)



*Other defense agencies are included.



Currently, DoD is having success in hiring to meet its needs



DAWIA Career Field	# of Hires	% of All Hires	% of Career Field
SPRDE	7140	35%	22%
Contracting	4045	20%	17%
Logistics	2083	10%	18%
PM	1338	6%	16%
BCEFM	1007	5%	14%
QA	922	4%	13%
T&E	1455	7%	26%
IT	701	3%	16%
FE	542	3%	14%
Auditing	980	5%	28%
Purchasing	131	1%	8%
Other	157	1%	11%
Mfg Prod	116	1%	9%
Total	20,680	100%	18%



AT&L Human Capital Challenges

- Potential loss of retirement-eligible personnel and their knowledge
 - Over 50% of the AT&L workforce will be eligible to retire in the next 5 years
- Understanding the differences in workforce generations
 - Four distinct generations
- The depleting U.S. workforce pool with increasing competition for talent

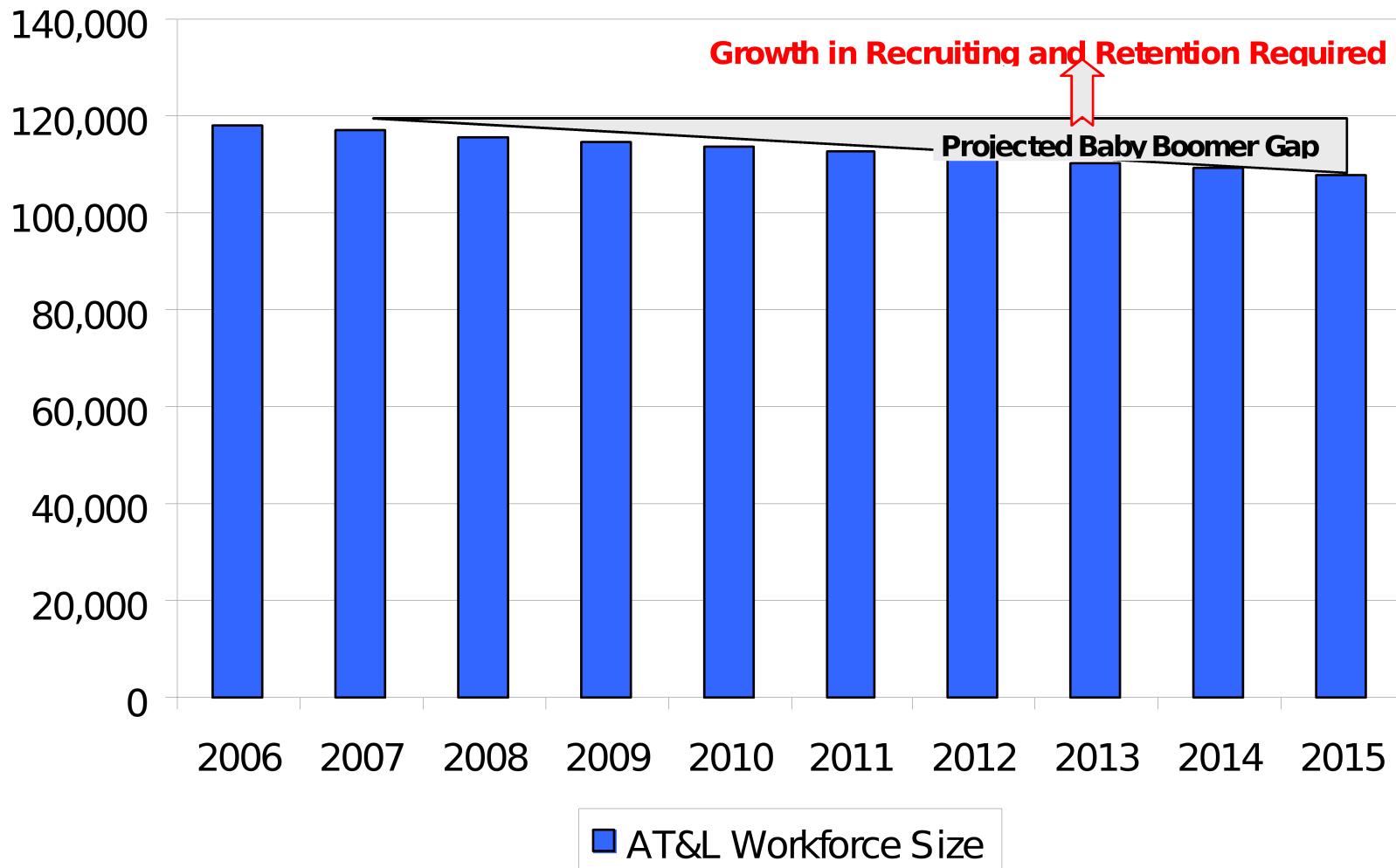


AT&L Workforce by Generation

	National (2005)	DoD (2006)	Civilian AT&L Workforce (2006)			
Generation	Workforce (million s)	% Workforce	Workforce	% Workforce	Workforce	% Workforce
Silent Generation (born before 1946)	11.5	7.5%	45,625	6.7%	8,322	7.4%
Baby Boomers (1946-64)	61.5	42.0%	438,971	64.5%	77,779	68.7%
Generation X (1965-76)	43.5	29.5%	132,948	19.5%	17,581	15.5%
Generation Y (1977-89)	31.5	21.0%	62,676	9.2%	9,394	8.3%



Based on attrition projections and hiring rates, annual hiring would have to increase by 1,000 to maintain current workforce levels





AT&L HCSP Goals

- **Goal 1 - Align and fully integrate with overarching DoD human capital initiatives:**
 - **Performance Management (NSPS deployment and implementation)**
 - **Competencies**
- **Goal 2 - Maintain decentralized execution strategy that recognizes components' lead role and responsibility for force planning/workforce mgmt:**
 - **Position Category Description**
 - **Workforce Count**
- **Goal 3 - Establish a comprehensive, data-driven workforce analysis and decision-making capability:**
 - **“Data Green” Initiative**
- **Goal 4 - Provide learning assets at point of need to support mission-responsive human capital development:**
 - **“Core Plus”**
 - **Demand Management**
- **Goal 5 - Execute DoD AT&L workforce communications plan that is owned by all AT&L senior leaders (One Team, One Vision, A Common Message, and Integrated Strategies)**
- **Goal 6 - Recruit, develop and retain mission ready workforce through comprehensive talent management (New Goal Added - Not Included in HCSP Version 1.0)**



Data Green Initiative

“data driven analysis”

- **USD(AT&L) Responsible for Professional Health of the Workforce**
- **Various Workforce Data Collection Methods - Inconsistent Data**
- **Data Driven Analyses Support Initiatives To Be More Robust and Executable**
- **Congress, GAO, IG, and Media Have Workforce Data Interests**

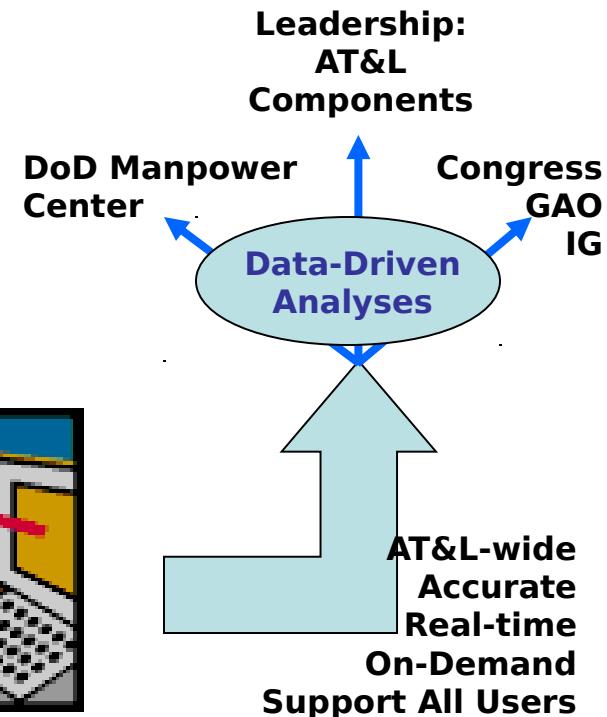


information



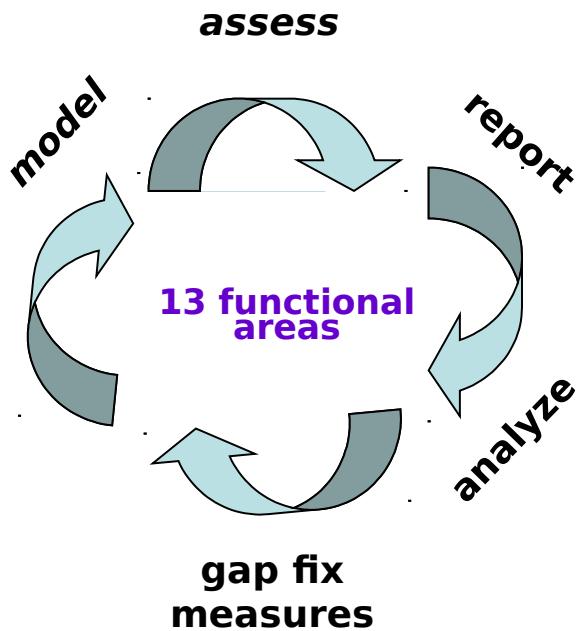
AT&L Professionals

AT&L
Data Mart





AT&L Competency Management



AT&L Competency Model

Program Outcomes

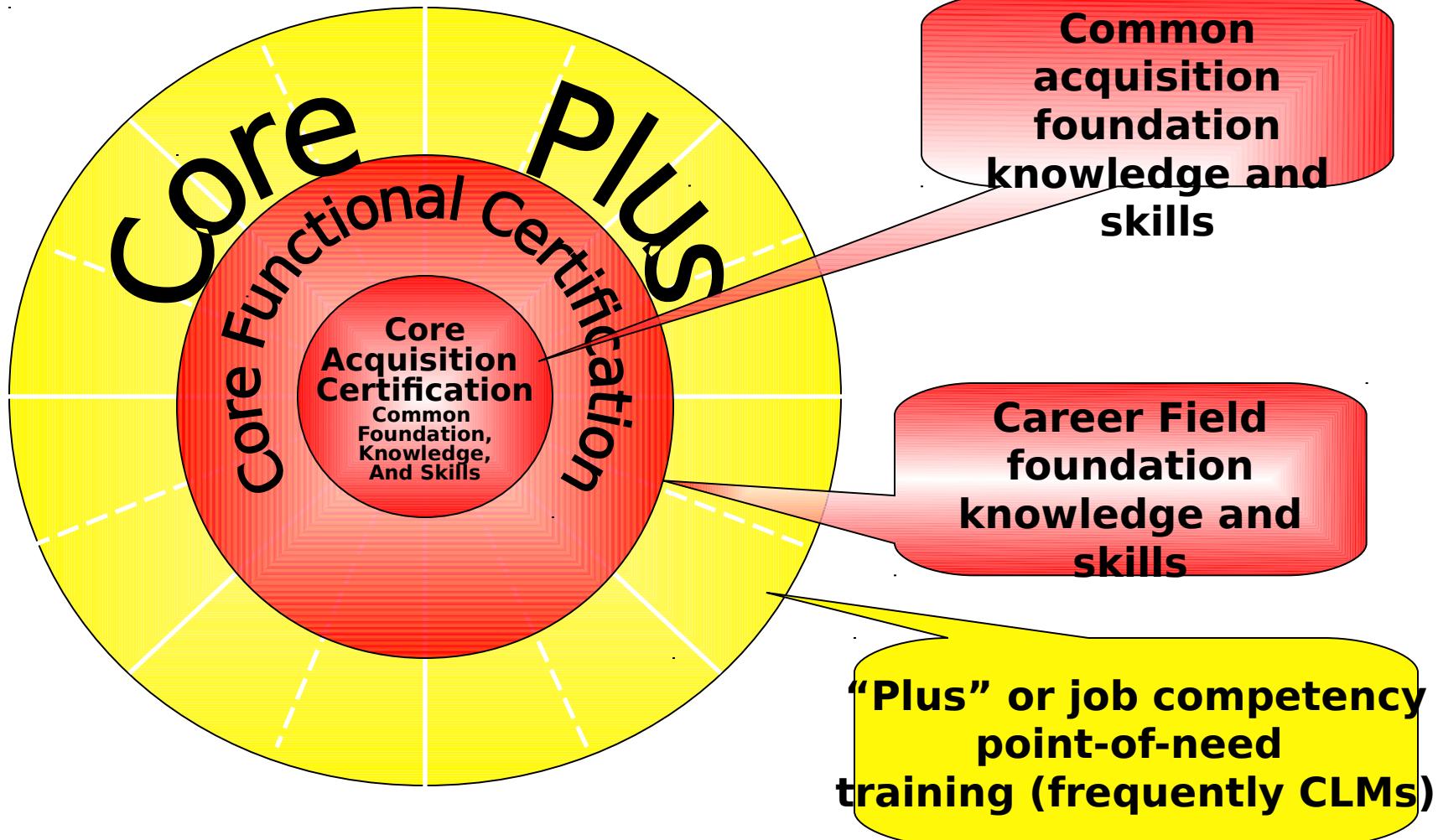
- Provide AT&L leadership the desired competency management data to assist workforce development & planning efforts
- Integrate gap fix recommendations (if necessary) into;
 - Training and certification requirements
 - Components' accession and succession plans

Current Status

- 4 of 13 Models To Be Completed By FY07
- Contracting Assessment Started
 - Phase 1: 4 AF and 2 Army Locations
- Other Functional Assessment Planning Underway



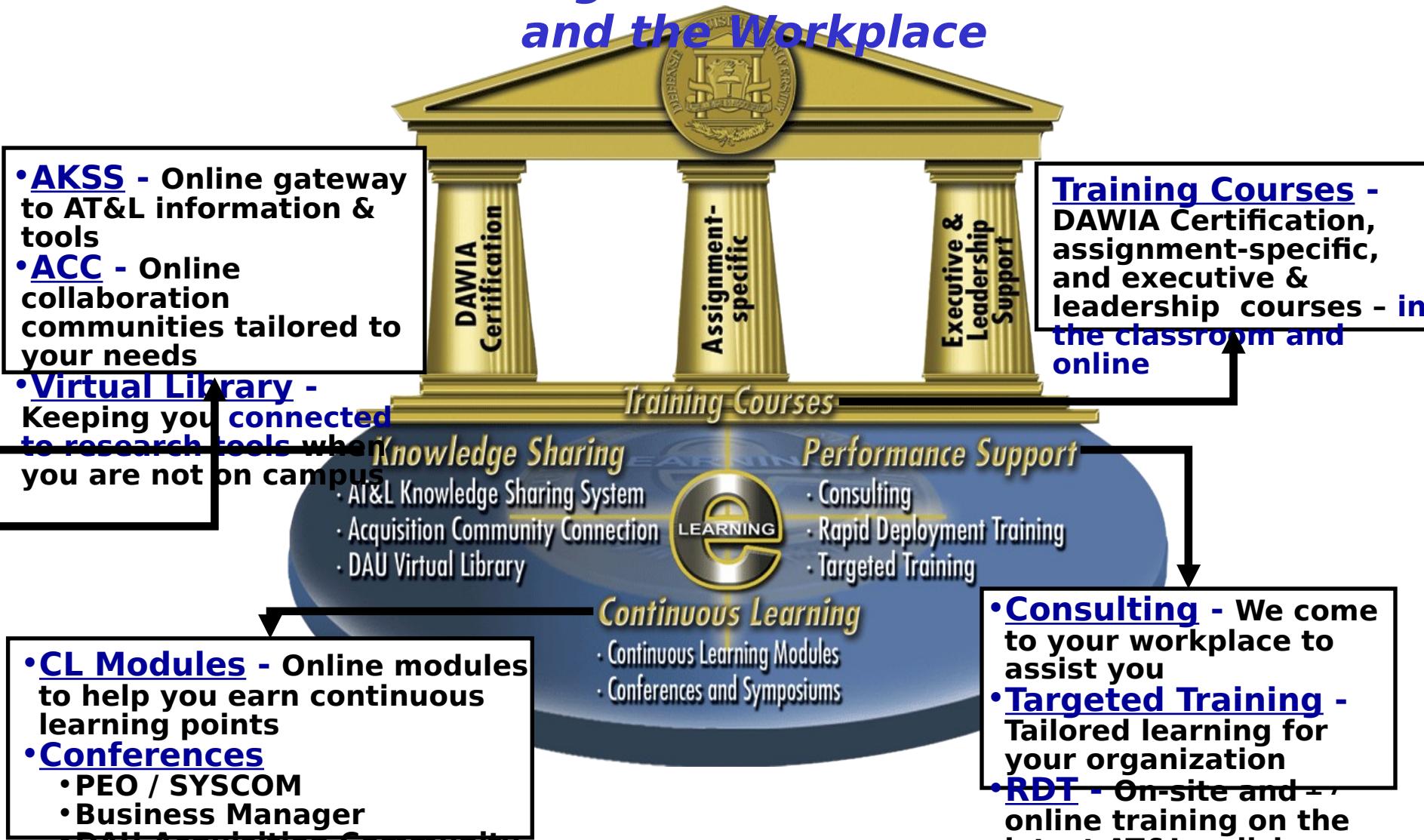
“Core Plus”





AT&L Performance Learning Model

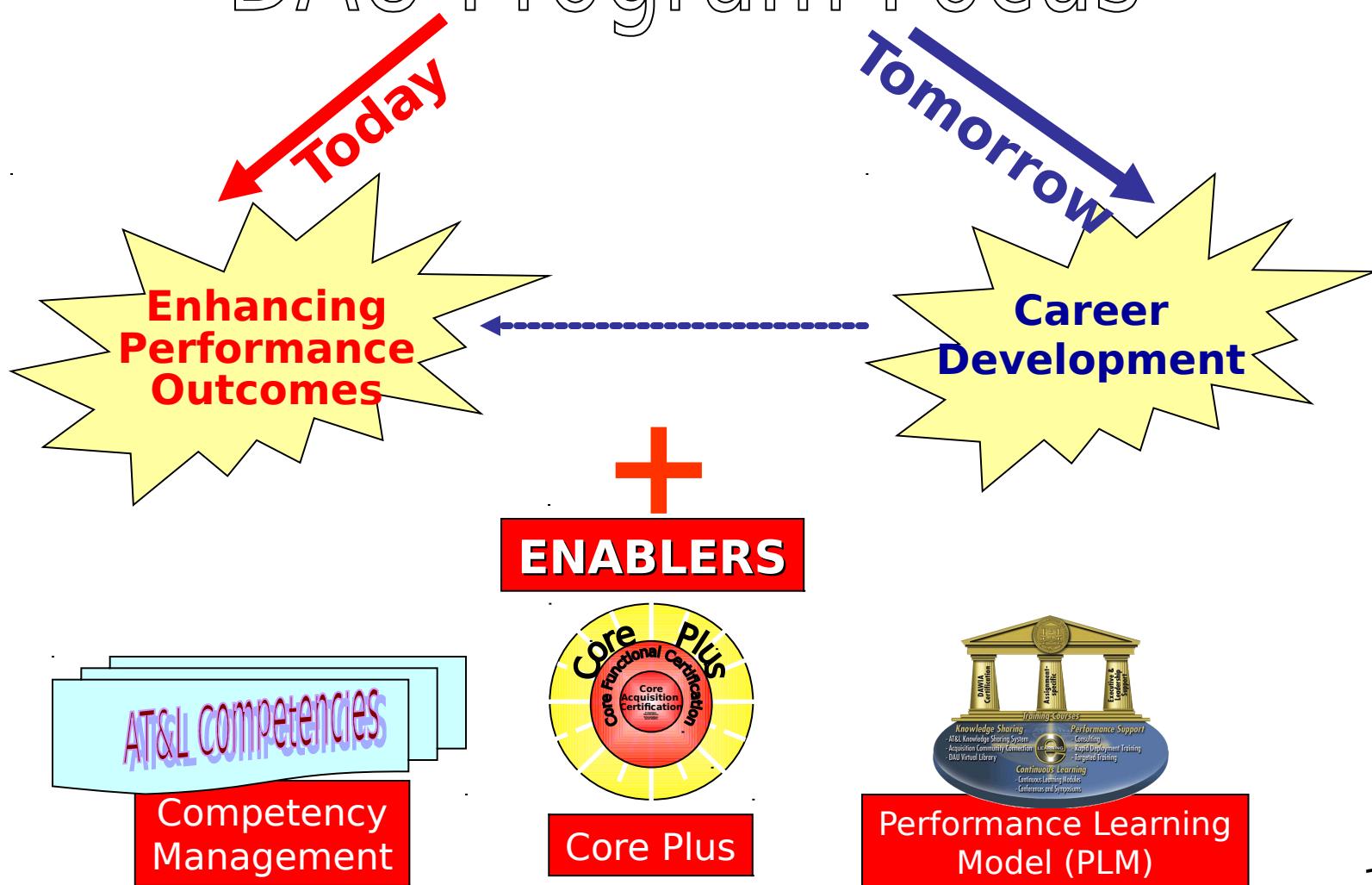
24/7 Learning Assets for the Classroom and the Workplace





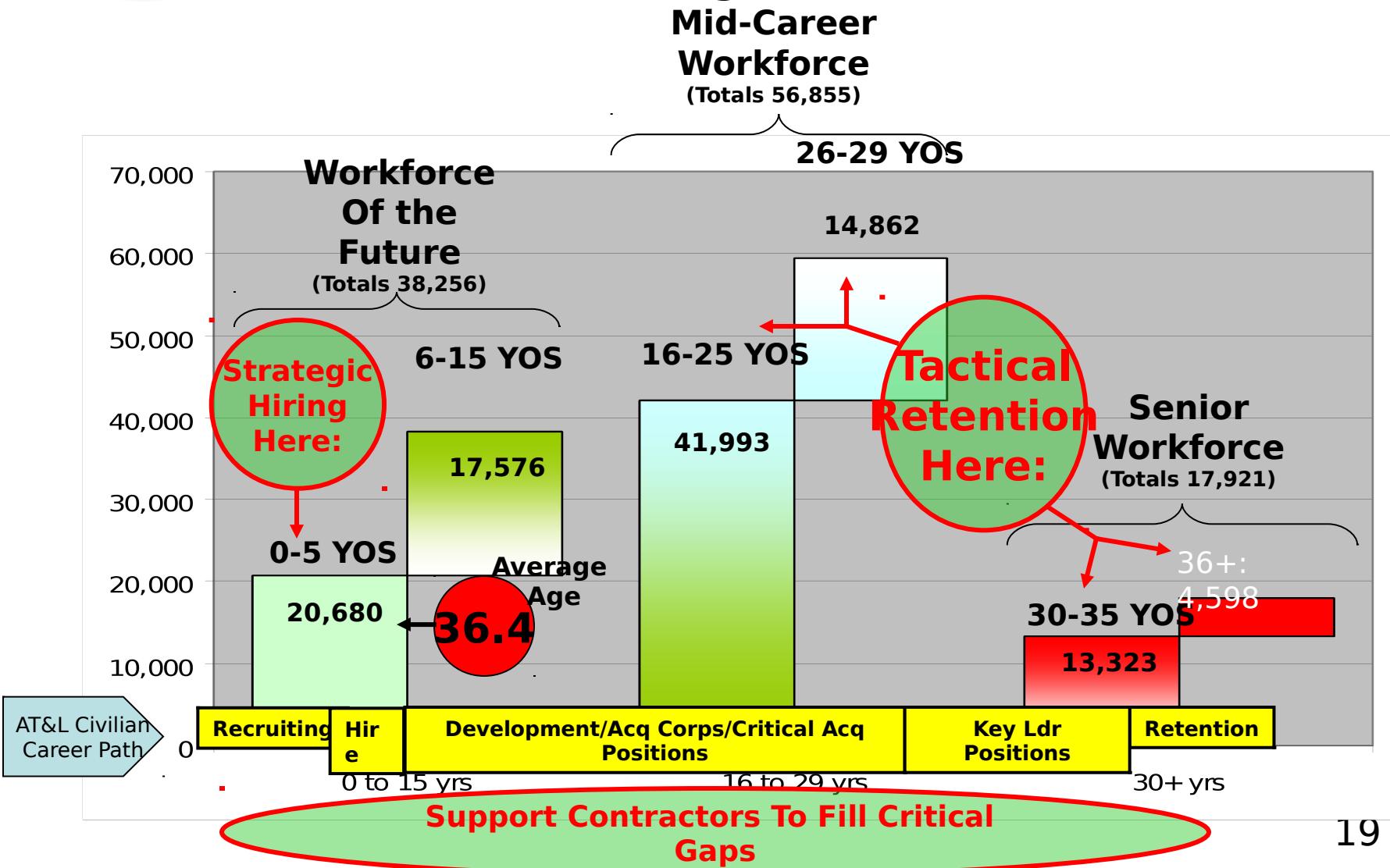
21st Century Learning Environment

DAU Program Focus





Workforce Lifecycle Model assesses the workforce. Sufficient bench strength exists to mitigate retirement losses





Examples of Progress to Date from AT&L HCSP V1.0, June 2006

- NSPS deployment began
- Deployment of joint competency management initiative in Oct 06. Contracting and Life Cycle Logistics competency models completed and Program Management and Property Management to be finalized in FY 07
- Expected publishing of individual HCSPs: Army published in 2006, Air Force and Navy are completing drafts
- Revalidation of positions by the Services to improve workforce analysis and management decisions
- Standardization of Position Category Descriptions across DoD
- Full Operational Capability deployment of DoD AT&L workforce DataMart was achieved (Part of Data Green). This enables real-time analysis of data and improved confidence in the data centrally collected and submitted to the DMDC
- Core Plus certification framework established that leverages the AT&L Performance Learning Model(PLM) and competency management initiatives
- Navy expanded its acquisition career management program to include Selective Reserve Officers and has established e-business processes for training, certification, and continuous learning requirements
- Air Force has designed two new courses to prepare intermediate-level PMs
- Army offered a variety of leadership programs for AT&L personnel
- AT&L HCSP V1.0 was promoted in various formats (articles, bulletins, websites, briefings, etc)



What's Next: State of the Workforce Report in Process

The SOWF Report will contain the following:

- Supporting Details from the AT&L Human Capital Strategic Plan
 - Strategies and Best Practices
- “Snapshot” data of current AT&L Workforce
 - Demographic Information
 - Agency Statistics
 - Career Field Statistics
 - Other Workforce Data (e.g. Acquisition Corps statistics, certification statistics)
- Workforce Analysis
 - Long term trends
 - Areas of strength
 - Areas of concern
 - Spending data
 - Workforce modeling
 - Desired future state of workforce



Workforce Findings included in the HCSP V3.0 from the 814 Study

- 1. Maintaining a high performing, agile and ethical workforce is the USD (AT&L)'s top priority.** Leadership focus of the SSB has generated significant momentum supporting strategic human capital planning and initiatives.
- 2. The Baby Boomer and older generations comprise 71 and 76 percent of the DoD and the AT&L civilian workforce, respectively.** DoD faces challenges related to mitigating the pending departure of its highly experienced and seasoned talent.
- 3. The Army has an acquisition workforce of 45,443, while the Navy has 40,651 and the Air Force has 25,075.** Those workforces vary widely in terms of their composition. Most use support contractors to assist in the accomplishment of the acquisition mission.
- 4. KLPs are being identified throughout the AT&L enterprise and will support FY07 NDAA Section 820 implementation.**
- 5. The AT&L workforce is the most experienced in the Department.** Fifty percent of the AT&L civilian workforce has over 20 years of experience compared with approximately 40 percent of the DoD General Schedule workforce.



Workforce Findings included in the HCSP V3.0 from the 814 Study (Cont...)

- 6. The AT&L workforce is highly educated with 74 percent of the civilians having bachelors or advanced degrees and 23 percent having advanced degrees.** Eighty percent of the new hires during the past 5 years have bachelors or advanced degrees.
- 7. Certification level is a workforce quality indicator.** Today, 75 percent of the individuals filling critical acquisition positions are certified, while 65 percent meet or exceed position-level requirements. Sixty-six percent of the AT&L workforce are certified, and 50 percent meet or exceed their position-level requirements.
- 8. Access to current, accurate, and complete workforce data is a critical success factor for improved human capital management.** While significant progress is being made under the ongoing AT&L workforce Data Green initiative, continued emphasis and focus is required.
- 9. Support contractor personnel are an integral part of the DoD Total Force construct.** Efforts are currently ongoing to identify, define, and track support contractor personnel.



AT&L Version 3.0 Available at the following website:
<http://www.dau.mil/workforce/hcsp/pdf>

HCSP 15 Aug 07 WebCast Archive available at:
<http://view.dau.mil/dauvideo/view/eventListing.jhtml?eventId=1627>

Questions?

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